

Course: Introduction to Public-Private Partnerships

Lesson Summaries

Lesson 1: Overview of Public-Private Partnerships

Course Overview

To protect the Nation's assets, infrastructure, and economy, public safety agencies are establishing partnerships with private-sector organizations to assist in planning, resource allocation, communication strategy, and coordinated response to and strategic recovery following natural and man-made disasters or terrorist attacks.

By the end of this course, you will be able to:

- Describe the importance of public-private partnerships to emergency preparedness, response, and planning.
- Identify roles and responsibilities in public-private partnerships.
- Identify how to establish and sustain partnerships.

This course should take approximately 1 ½ hours to complete.

The Private Sector in Disasters: An Introduction

[Video that explains the importance of the private sector and their role in responding to disasters]

Video Transcript:

Video Title: "The Private Sector In Disasters: An Introduction" FEMA logo

Stephen Jordan, Snr VP and Exec. Dir. BCLC - U.S. Chamber of Commerce: "Ninety percent of our companies don't deal with disasters on a daily basis, I mean much more than ninety percent. And so the biggest challenge is just frankly, that dealing with disasters is not a core competency. So we have to learn, we have to rely on disaster experts, to tell us how to be able to relate, and how to function and all the rest of it."

Craig Fugate FEMA Administrator: "We need to really reach out through the associations and through the partnerships on working with the private sector so they understand how we operate, we understand how they operate but more importantly we get past this artificial division that says government does this and the private sector does that and go, we need to be a team."

Bobby Fillyaw, Executive Director Orange County TX Economic Development Corp.: "We struggled for some time after Hurricane Ike came through and devastated many of our chemical plants with water. These plants are critically essential to this community. These plants need their employees, they need them on site, and they need them to be working every hour of the day. The problem is that their employees also suffered losses of their homes and their livelihoods."

Craig Fugate: "What I learned over a lot of disasters was instead of competing with the private sector we really need to be working as partners. Oftentimes we've been asking the wrong question, we've

been asking what the private sector can do to support our mission. We should be asking the question many times, What can we do to help the private sector to get back operational? You know for every grocery store, for every pharmacy, for every hardware store that opens up, in a disaster area, means there's fewer demands for the government to provide those resources. And since the private sector already has a much more efficient mechanism for providing those services, it only makes sense to work as partners."

Bobby Fillyaw: "It is imperative that businesses understand the ramifications of what happens when you have no power for an extended period of time, when your facilities are destroyed in some way or another, when you have no employees or your employees are suffering needs, how do you address that -- the best way to do that is to be prepared ahead of time."

Lynne Kidder, Snr VP Regional Partnerships Business Executives for National Security: "Given the fact that so much of critical infrastructure is managed or controlled by the private sector, the most important thing business can do is really recognize the interdependence that exists in communities, and be prepared to work not only cross sector between public and private but also across industry sectors."

Stephen Jordan: "You look at the chambers from Beaumont, Texas all the way to Mobile, Alabama after Katrina, Rita, and Wilma, and we had what, over 120,000 businesses disrupted in the Gulf Coast just south of I-10, let alone the hundreds of thousands that were connected to all of that. So when you've got a chamber that's got 80% of its membership disrupted, you know they have a vested interest to try and be a part of the longer term recovery."

Craig Fugate: "How do we work to ensure that as we go through these cycles of disasters, we come out stronger and that we make our communities more resilient against future threats? We're not going to be able to do that unless the private sector is part of the team."

Closing slate: For more information, visit www.FEMA.gov/privatesector

Slate: FEMA does not endorse any private sector organization. Interviews with private sector representatives are presented for informational purposes only.

Screen Features

- Click on the Course Menu button to access the menu listing all lessons of this course. You can select any of the lessons from this menu by simply clicking on the lesson title.
- Click on the Glossary button to look up key definitions and acronyms.
- Click on the Help button to review guidance and troubleshooting advice regarding navigating through the course.
- Track your progress by looking at the Progress bar at the top right of each screen. To see a numeric display, roll your mouse over the Progress bar area.
- Follow the bolded green instructions that appear on each screen in order to proceed to the next screen or complete a Knowledge Review or Activity.
- Click on the Back or the Next buttons at the top and bottom of screens to move backward or forward in the lesson. Note: If the Next button is dimmed, you must complete an activity before you can proceed in the lesson.

Navigating Using Your Keyboard

Use the “Tab” key to move forward through each screen’s navigation buttons and hyperlinks, or “Shift” + “Tab” to move backwards. A box surrounds the button that is currently selected.

Press “Enter” to select a navigation button or hyperlink.

Use the arrow keys to select answers for multiple-choice review questions or self-assessment checklists. Then tab to the “Submit” button and press “Enter” to complete a Knowledge Review or Self-Assessment.

Warning: Repeatedly pressing “Tab” beyond the number of selections on the screen may cause the keyboard to lock up. Use “Ctrl” + “Tab” to deselect an element or reset to the beginning of a screen’s navigation links (most often needed for screens with animations or media).

JAWS assistive technology users can press the Ctrl key to quiet the screen reader while the course audio plays.

Receiving Credit

To receive credit for this course, you must:

- **Complete all of the lessons.** Each lesson will take between 20 and 30 minutes to complete. It is important to allow enough time to complete the course in its entirety.
- Check the length of the lesson on the overview screen.
- **Remember . . . YOU MUST COMPLETE THE ENTIRE COURSE TO RECEIVE CREDIT.** If you have to leave the course, do not exit from the course or close your browser. If you exit from the course, you will need to start that lesson over again.
- **Pass the final exam.** The last screen provides instructions on how to complete the final exam.

Lesson Overview

You should now be able to navigate through this course. The rest of this lesson will explore the importance of public-private partnerships as part of emergency management planning and incident response.

Learning Objectives

By the end of this lesson, you will be able to:

- Explain how FEMA’s commitment to whole community promotes public-private partnerships.
- Define public-private partnerships.
- Recognize the role public-private partnerships play in national response and recovery policy and guidelines.
- Describe what makes public-private partnerships successful.

FEMA’s Commitment to Public-Private Partnerships

FEMA aims to foster a “whole community” approach to emergency management on a national scale.

FEMA recognizes that it takes all aspects of a community, not just governmental organizations, to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. As a

broad spectrum of partners work alongside FEMA, the disaster resilience of a community will be strengthened.

All disasters begin and end at the local level, which is why FEMA is committed to leveraging the assets of the local community, including the general public and the private sector. As part of this commitment, FEMA encourages the development of public-private partnerships that can support the whole community.

Who is the Private Sector?

Before learning more about public-private partnerships, let's define the private sector. Private sector organizations play a key role in providing goods, services, and technical expertise that can complement effective preparedness, response, recovery, and mitigation operations. The private sector is usually defined as organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Private Sector in National Response and Recovery Policy

Given the strength and resources of the private sector, National response and recovery policy highlights the sector's role in emergency management. These documents emphasize the important role the private sector plays in ensuring the resiliency of our Nation:

National Response Framework (NRF): The National Response Framework (NRF) presents guiding principles that enable response partners to prepare for and provide a unified response to emergencies. The NRF is built on the following five principles:

- Engaged partnerships
- Tiered response
- Scalable, flexible and adaptable operational capabilities
- Unity of effort through unified command
- Readiness to act

Given that one of the NRF's principles is engaged partnerships, this guide includes emergency management information specifically for private-sector leaders. <<http://www.fema.gov/emergency/nrf>>

From the government side, private sector outreach falls under the purview of ESF-15, which is an annex to the NRF. <<http://www.fema.gov/pdf/emergency/nrf/nrf-esf-15.pdf>>

National Infrastructure Protection Plan (NIPP): The National Infrastructure Protection Plan (NIPP) is a national policy for Federal departments and agencies to identify and prioritize critical infrastructure and key resources. This includes ensuring that private sector resources are applied where they offer the most benefit. <www.dhs.gov/nipp>

National Incident Management System (NIMS): The National Incident Management System (NIMS) clarifies roles and provides a proactive approach to guide agencies and the private sector to work together during emergency management. <www.fema.gov/emergency/nims>

What Are Public-Private Partnerships?

As you just learned the private sector, and specifically public-private partnerships, play large roles in our national approach to emergency management. Before we can continue, we need a shared definition of public-private partnerships.

Partnerships are collaborative relationships built on:

- **Needs:** Each member of a partnership has resources or support it needs from the partnership.
- **Capabilities:** Each member of the partnership brings its own unique set of capabilities that can be leveraged.
- **Two-way communication:** Partners should communicate their needs as well as their capabilities to all members of the partnership.

Purpose of Public-Private Partnerships

Since a partnership is based on the unique needs and capabilities of each partner, the purpose of a partnership is not always the same.

Broadly, a partnership is a tool to help address resource challenges, coordinate preparedness efforts, and assist in prioritizing recovery efforts. Partnerships can be formed to:

- Address a specific incident
- Bring together groups in geographic area
- Represent a common interest

Public-private partnerships are not always the best approach for every situation, but it is often a highly effective method of bringing private sector organizations to the table as part of a comprehensive emergency management strategy.

Forms of Partnerships

Since partnerships have varying purposes, they can take different forms. Some partnerships are formal; i.e. they are based on legal agreements that may address such issues as contracting, acquisition, and co-branding.

Other partnerships are less formal; they may simply take the form of a listserv or communication channel. To better recognize the varying forms partnerships take, explore the following examples:

ChicagoFIRST: ChicagoFIRST Coalition for Homeland Security is a non-profit association of private firms in the Chicagoland area that collaborates with one another and with government at all levels to promote the resilience of its members and the Chicago business community. This partnership formed in response to a need for improved information streams, local/regional/state access protocols after a disaster, and local/regional/state evacuation planning.

ChicagoFIRST has the following resources and capabilities: a seat in the Emergency Operations Center; resources to help prepare for, respond to, and recover from disasters, web resources; participation in the local fusion center; and critical public sector relationships.

ChicagoFIRST can pursue grants for specific projects, but it relies entirely on funding itself through dues from its members. This partnership has dedicated staff in order to engage the public sector and carry the organization's goals to fruition.

www.chicagofirst.org

Florida Emergency Management - Florida Outdoor Advertising Association: The Florida Division of Emergency Management (FDEM) created a partnership with the Florida Outdoor Advertising Association (FOAA) to use digital billboards to reach motorists with emergency information with no cost to the public.

FDEM had a need to enhance their ability to communicate critical information quickly to Floridians during disasters. FOAA had the capability to help FDEM by allowing them to use the billboards to communicate that information.

FOAA communicates with partners through email alerts, conferences, newsletters, website and other media announcements. This partnership has a very specific use.

Citizen Corps: Citizen Corps is a grassroots movement to strengthen community safety and preparedness through increased civic engagement. This is a national partnership administered by FEMA, but implemented locally. Built on existing networks to get government and community leaders involved in all phases of emergency management, Citizen Corps conducts outreach, education, training, volunteer programs and collaborative community planning and capacity building.

www.citizencorps.gov

Making a Partnership Successful

After a partnership has been formed, there are many things that can be done to make sure a partnership is successful in achieving its mission. The mnemonic device PADRES can be used to remember what attributes define a successful partnership. In order to be successful, partnerships should be:

- **Publicly Accessible:** Publicly accessible means that the contacts, leadership, skills, and capabilities of the collaborative partnership are recognized, available, and accessible by the general public. This ensures that before, during, and after an incident, the general public has trust and confidence in the partnership to provide meaningful service in support of protecting life and property.
- **Dedicated:** Successful partnerships have identified a full-time liaison or other organizational structure to staff and manage the public-private partnership, and implement the partnership's strategic plan.
- **Resourced:** Resourced partnerships have funding, facilities, tools, and staffing available to support partnership efforts.
- **Engaged:** There should be active support, participation, and two-way communication by public and private sector leadership and members in a successful partnership. The partnership trains, exercises, prepares, responds, recovers, and mitigates actively.

- **Sustainable:** Sustainable partnerships are supported by strategic plans, funds, and resources necessary for long-term viability. Activity takes place around the year, and throughout the emergency management cycle.

Assessing Partnerships with PADRES

Public-private partnerships can be publicly accessible, dedicated, resourced, engaged, and sustainable, yet have different structures, goals, and functions. A partnership that's goal is to facilitate emergency communications between businesses within a city can be just as successful according to PADRES as a regional partnership that conducts yearly training events and has a resource database. However, the questions used to assess whether a partnership meets the PADRES requirements are the same for different kinds of partnerships.

Ramesh Kolluru, Executive Director of the National Incident Management Systems and Advanced Technologies (NIMSAT) discusses how he evaluates partnerships.

Ramesh Kolluru

Executive Director of the National Incident Management Systems and Advanced Technologies, or NIMSAT

We have recently started rallying around the idea of, of measuring public-private partnerships using the acronym or the moniker of PADRES, which is Publicly Accessible, Dedicated, Resourced, Engaged, and Sustainable partnerships. Which is, more or less, a litmus test for, is this partnership mature enough or not? Or, what might we be able to do as a partnership to go from nascent beginnings of a public-private partnership, to something that can sustain and continue to grow? So we look at it across multiple dimensions. And one area that we use as a first benchmark from a test is, is it publicly accessible? Meaning, is it a closed-door society or is it something that someone can step up and participate in? We want voices of the private sector to be heard at the table, but at the same time, we don't want this to be just one voice at the table.

Dedicated; this is an area where some states do better than others and some communities do better than the others. Is there one person whose job it is to do this on a daily basis? Where they wake up and go to bed thinking, "Have I advanced my mission as a dedicated public-private sector partnership individual?"

Resourced I think goes with Dedicated; are there enough resources that you have in your partnership, that you have dedicated to your partnership, to having these kinds of dedicated resources, to having these kinds of sustainable engagement with the public-private partners and the stakeholders that you've brought to the table so that these kinds of activities can be sustained and these kinds of activities can happen.

Activities of Public-Private Partnerships

Successful public-private partnerships can provide significant value to emergency management and preparedness by conducting a variety of activities. Partners can:

- Participate in fusion centers and emergency operation centers.
- Conduct joint training activities.

- Educate the public on emergency preparedness.
- Ensure the efficient and effective use of available resources during an emergency.
- Develop and enhance plans and protocols for emergency response, assessment, resource-sharing, etc.
- Develop and enhance plans for integration of non-governmental entities in preparedness, response, and recovery.
- Share critical information in preparation for, during, and in response to an incident.

Resources for Public-Private Partnerships

FEMA, DHS, and other organizations have published resources for existing public-private partnerships, as well as for organizations interested in forming or learning about partnerships:

FEMA Private Sector Division: The FEMA Private Sector Division aims to improve information sharing and coordination between FEMA and the private sector during disaster planning, response and recovery efforts. This Division cultivates public-private collaboration and networking in support of the various roles the private sector plays in emergency management.

FEMA's Private Sector Division has numerous resources and guides for public sector organizations looking to work with the private sector. <www.fema.gov/privatesector/>

DHS Private Sector Office: The DHS Private Sector Office engages individual businesses, trade associations and other non-governmental organizations to foster dialogue with the Department, and promotes public-private partnerships and best practices to improve the nation's homeland security.

The Private Sector Office has information on preparedness accreditation and certification, as well as other resources for the private sector. <www.dhs.gov/privatesector>

DHS Office of Infrastructure Protection: The Office of Infrastructure Protection (IP) leads the coordinated national program to reduce risks to the nation's critical infrastructure posed by acts of terrorism, and to strengthen national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency. This office actively seeks to support public-private partnerships and private sector preparedness. <www.dhs.gov/criticalinfrastructure>

Additional regional/state/local organizations: Regional, state and local agencies of emergency management may have their own offices or liaisons devoted to working with the private sector on preparedness, prevention, response, recovery and mitigation. Most emergency management agencies have resources for private sector organizations looking to partner or support their efforts. Check your regional/state/local agency's Web site to see if they have private sector resources.

Additionally, you can use the quick links section (<http://www.fema.gov/privatesector/quicklinks.shtm>) of the FEMA Private Sector website to access more information related to preparedness, protection, response, recovery, and mitigation during a disaster.

Scenario: Central City, Liberty County, State of Columbia

Throughout this course, to help illustrate the importance of public-private partnerships, you will learn about incidents or issues arising in the fictional municipality of Central City, Liberty County, State of Columbia.

These Central City scenarios will help emphasize key points about how public-private partnerships can improve emergency management through various activities, and what makes a public-private partnership successful.

Central City: Partnerships in Action

The fictional Central City has several active public-private partnerships designed to improve communications and resource management, in the event of an incident.

Ready Central City Business Alliance: The Ready Central City Business Alliance is a coalition of businesses that can contribute resources, participate in preparedness activities, and assist in disaster response and recovery activities. The Business Alliance will address issues specific to business needs with support from Central City's Office of Emergency Services.

Central City's Critical Infrastructure Resiliency Task Force: Central City's Critical Infrastructure Resiliency Task Force expands upon existing programs by combining public sector organizations (fire, police, emergency management) with private sector representatives (utilities, building-owners, financial firms). The group is intentionally restricted to a manageable size to avoid bureaucratic delays, and includes senior-level operational representatives from each agency or institution. The purpose of the group is to "fast track" solutions to common issues affecting both the private sector and the public sector. The primary focus of the group is on infrastructure and interconnected systems.

Lesson Summary

This lesson presented the following topics:

- Explain how FEMA's commitment to whole community promotes public-private partnerships.
- Define public-private partnerships.
- Recognize the role public-private partnerships play in national response and recovery policy and guidelines.
- Describe what makes public-private partnerships successful.

Lesson 2: Value Proposition

Lesson Overview

For partnerships to function all parties involved must understand the value the partnership creates. This lesson explores the different reasons that both the public and private sector form emergency management partnerships.

Learning Objectives

By the end of this lesson, you will be able to:

- Define “value proposition.”
- Identify common needs, drivers, and motivators for the public and private sectors.

Understanding Value

The value of a public-private partnership is defined as the benefit of the partnership minus the cost of the partnership.

Benefits can include physical assets, access to threat information, or relationships within a network.

Costs associated with partnerships can refer to both financial costs as well as costs to resources and personnel.

Successful partnerships should have members with complementary needs and assets, allowing each partner to support the other’s efforts, and ensuring that any cost of the partnership is outweighed by its benefits.

Potential Values of Strong Partnerships

We just defined the value of a public-private partnership as the benefit minus the cost of the partnership. Potential values of strong partnerships include:

- More innovation
- Better depth of experience
- More commodities available to all partners
- Broader reach for each partner
- Force multiplier
- Increased sense of social responsibility
- More community buy-in
- Better supply chain management
- Increased quality of service
- Improved flow of communication

What is a “Value Proposition”?

When partners communicate what they see as the value of the partnership to their partners, it is known as the value proposition.

A value proposition serves to:

- Communicate to all partners why the partnership is essential to completing a common mission.
- Improve partner engagement in the partnership.
- Clarify the common mission.
- Discuss any potential changes to the mission, focus, or method of collaboration.

Communicating the value proposition helps a partnership identify its purpose and objectives, and helps establish trust between partners. Mutually communicating the value proposition between partners will help the partnership to answer the question “What are we trying to accomplish with this partnership?”

Articulating the Value Proposition

In order for a partner to communicate the value it receives from a partnership, it should clearly articulate the value proposition to its partners. Articulating the value proposition is not limited to those conversations that ultimately form the partnership. Value propositions can change over time as partner capacities and levels of engagement change.

When articulating the value proposition to a new or existing partner:

1. Identify your partner’s needs
2. Describe your organization’s value
3. Explain how this partnership is essential and mutually beneficial in addressing the common mission
4. Craft a plan for strong working relationships that help achieve partner goals
5. Agree to a plan of action

Learn how Jim Turner, Private Sector Liaison for the San Francisco Office of Emergency Management, approaches articulating the value proposition to a potential partner.

Story Transcript:

Jim Turner

Private Sector Liaison, San Francisco Office of Emergency Management

And I often say when I’m talking to people and I’m doing presentations, that in this role as private sector liaison, I am a salesperson and a beggar. I’m a salesperson because I’m selling preparedness. I’m selling mitigation. I’m selling your role as a business, as a nonprofit, as a congregation, in the disaster response and recovery framework. And that means ultimately preparedness and mitigation. Because you have to be prepared to respond and to recover. The second piece of the role as a beggar is understanding where the resources are. The private sector has all the resources. We don’t make electricity, the private sector makes electricity. We don’t make widgets, the private sector makes widgets! So as a person connecting the private sector to the public sector, my role as a beggar is to go out and to ask them for their resources, but here’s the key you don’t ask for the resources when they’re needed, you got out and you make sure that the resources are there and staged before you need them

Needs, Drivers, and Motivators

The reasons that organizations in the public and private sector enter into public-private partnerships varies depending on many factors. In turn, these reasons inform the value of the partnership. Some motivators for entering into public-private partnerships include:

- Benevolence and value to communities
- Access to information
- Restoration of services
- Access to resources
- Assistance in emergency planning and response
- A “seat at the table”

Benevolence and Value to Communities

The ultimate motivator for public and private partners is to strengthen the resilience of our Nation’s communities. Members of emergency management agencies are public servants, and work every day to strengthen the community. The employees and customers of the private sector are also part of their communities, thus they seek to make their communities more resilient in order to continue providing valuable jobs, goods, and services.

When the public and private sector join together, the community benefits from their increased communication and collaboration on preparedness, planning, protection, mitigation, response, and recovery. Public-private partnerships do not just increase resiliency and preparedness for the individual partners. It increases the resiliency and preparedness of the public in the area. Public and private sector organizations realize this value to the community and it is one of their motivators for creating partnerships.

Motivator: Access to Information

Both the public and private sectors are motivated to join public-private partnerships in order to access information critical to emergency management. Select each of the links below to learn more:

- Sensitive information: Both the public and private sectors have sensitive information that may be useful to other organizations who want to plan and protect themselves in the event of an emergency. This information could be facility layouts, security plans, or location of back-up sites and resources. Partnering allows these organizations to share sensitive information in a secure environment.
- Information systems: Many information systems, including internet search engines and portals and telecommunications systems, are owned by the private sector. Public-private partnerships allow partners to have greater access to these information systems and therefore more easily disseminate information to the public.
- Threat information and risk analyses: Public and private organizations frequently gain critical information to support threat and risk analyses by partnering with other groups. By receiving additional data on potential threats and risks, all members of a partnership have an enhanced ability to protect, prevent, respond, and mitigate their risk of property and operations in a particular area.
- Accurate and timely situation reports: Private sector businesses thrive when they are able to provide services to customers. During an incident, leaders within the private sector need the best information available so that they can direct their employees and continue to provide

services – maintaining profitability and assisting in the recovery. When they receive substantive, timely, and actionable information in situation reports, they can better respond and recover.

One example of an organization gaining access to information through public-private partnerships comes from the New York City Office of Emergency Management (OEM). OEM shares information with the private sector at all times, in order to provide businesses with accurate information to aid in their decision-making. In turn, the private sector funnels concerns from constituents to the OEM.

Motivator: Restoring Services Quickly

Both the public and private sectors are keenly aware of the need to get businesses and services up and running quickly after an incident. The private sector, both citizens of an affected area and business owners, are eager to re-establish commerce in their communities after an incident. The public sector is also invested in restoring government services as well as helping restore utilities and other commercial services when recovering from an incident.

Public confidence in the effectiveness of government hinges on how quickly things get “back to normal.” Therefore it is in the interest of both public agencies and private businesses to restore services and improve resilience in the face of incidents or disasters.

Motivator: Resources for Response

When an incident or event takes place, the private or public sector may be in a better position to supply resources to an affected area if they coordinate and share resources instead of overlapping or being unable to supply resources.

Click the links below to see examples of partners gaining access to resources and improving their emergency response:

- **Essential resources:** The public sector cannot always stage enough resources such as water, medicine, lumber, or electrical cable, to respond to any possible incident. For example, the need to stockpile water can be made unnecessary through targeted partnerships. A city or community could be faced with a deadly heat wave and in response they might enter into a partnership with a private company to provide water in sufficient quantities.
- **Manpower:** Non-profit groups may be willing to sign agreements with public sector agencies pledging volunteers to distribute food, medicine, and social services in response to an emergency. Partnerships in which partners pledge volunteers can be useful to emergency managers, who have a better idea of how much manpower they will need during an emergency.
- **Other services:** Partnerships can ensure that citizens have access to other services and resources during an incident. For example, the California Emergency Management Agency, CALEMA, partnered with a major bank to provide mobile ATMs to residents affected by an earthquake.

Motivator: Assistance in Emergency Planning and Response

All sectors may be motivated to join public-private partnerships in order to gain assistance in emergency planning and response. Public-private collaboration provides improved coordination of efforts and resources to prevent, mitigate, respond to, and recover from disasters.

Joint planning and response helps ensure that:

- Private-sector response plans are consistent with federal, state, and local response objectives and procedures
- Public-sector emergency response objectives and procedures reflect private-sector needs and vulnerabilities
- Coordination occurs between the public and private sectors in state and local fusion and emergency operations centers

Motivator: A “Seat at the Table”

A major motivator, primarily for private sector partners, is to have a voice in policy decisions and emergency response operations. A “seat at the table” provides private sector organizations a chance to attend meetings and voice concerns and suggestions on how to improve their sector, as well as contribute to coordination emergency responses.

Below are examples of organizations who gained a seat at the table through public-private partnerships:

Be Ready Utah: Be Ready Utah is a public-private partnership which aims to involve the private sector in all phases of emergency management through information sharing and joint-planning. In order to reach this goal, the State Business Operations Center collaborates with the State Emergency Operations Center, and Be Ready Utah has a seat in that State Emergency Operations Center.

Missouri Public Private Partnership: The Missouri Public Private Partnership (MOP3) is a voluntary coalition of Missouri’s private and public sector leaders. This partnership makes sure there is intelligence and information fusion between the public and private sectors in the Missouri Information Analysis Center (MIAC), which is the state fusion center. Public agencies in Missouri benefit from the increased involvement of private companies in helping to deter terrorist activity, and the development of private sector initiatives to help identify indicators and warnings of suspicious criminal or terrorist activity.

Personal Motivators

Story Transcript:

LaNile Dalcour

Life Safety/Security Director for Brookfield Industries and past Private Sector Representative in the NRCC

Well if I had an opportunity to speak to a colleague or anyone that was interested in being the PSR, I think the number one thing that I am taking away from here is that I have a chair and I have a voice. And it’s a voice that’s being heard directly by the government. It’s not a issue where I’m at my office or I’m at my home and I’m just complaining about things. I’m actually getting an opportunity to talk to some people that can make a difference. And I feel like those dividends have paid off. The second thing I think I am going to walk away from here is if I started this position with a network of 100 people, I now have a network of 300 to 350 people. So I think going back into the private sector world, I’m actually going back as a security manager, better life safety manager, which in all makes me a better employee for my company.

Ira Tannenbaum

Director of Public-Private Initiatives for New York Office of Emergency Management

From the personal engagement perspective, it simply comes down to the fact that my family lives in New York City, and my family shops and relies on the private sector organizations. We need them to be as resilient as possible. So it's a very simple, selfish reason, but simply, we recognize that we need those folks to be successful.

Scenario: Value of Public Private Partnerships

As you learned in Lesson 1, the fictional Central City is home to several public-private partnerships including the Critical Infrastructure Resiliency Task Force.

One of Central City's newest businesses, the Merkel Chemical Storage Facility, is considering whether or not to join the Critical Infrastructure Resiliency Task Force.

Merkel Chemical Storage Facility stores chemicals and hazardous waste for several pharmaceutical and industrial companies in the Central City area. They want to become better prepared for potential disasters or incidents, and believe that joining the Task Force might be beneficial.

Critical Infrastructure Resiliency Task Force: Central City's Critical Infrastructure Resiliency Task Force expands upon existing programs by combining public sector organizations (fire, police, emergency management) with private sector representatives (utilities, building-owners, financial firms). The group is intentionally restricted to a manageable size to avoid bureaucratic delays, and includes senior-level operational representatives from each agency or institution. The purpose of the group is to "fast track" solutions to common issues affecting both the private sector and the public sector. The primary focus of the group is on infrastructure and interconnected systems.

Lesson Summary

This lesson covered the following topics:

- Definition of "value proposition"
- Common needs, drivers, and motivators for the public and private sectors

Lesson 3: How Partnerships Enhance Emergency Management Efforts

Lesson Overview

This lesson reviews the nation's emergency management system and how public-private partnerships can enhance emergency management efforts.

Learning Objectives

By the end of this lesson, you will be able to:

- Describe how public-private partnerships can support the nation's emergency management system of preparedness, protection, response, recovery, and mitigation.
- Identify public-private partnership activities that enhance emergency management efforts.

Emergency Management System

FEMA leads and supports the nation in a risk-based comprehensive emergency management system of:

- Preparedness
- Protection
- Response
- Recovery
- Mitigation

In the next section of this lesson, you will learn how public-private partnerships can enhance each of these components of our emergency management system.

Preparedness

Preparedness involves actions and initiatives developed prior to an incident that are designed to improve the response to, recovery from, and mitigation of future incidents.

Preparedness measures include:

- Assessing risks
- Response planning
- Conducting training and exercises

Here are examples of public-private partnerships that support preparedness efforts:

National Level Exercise (NLE): The yearly National Level Exercise (NLE) is designed to prepare and coordinate a multiple-jurisdictional integrated response to a national catastrophic event. It is designed to allow governmental organizations and private sector partners an opportunity to prepare for disasters. The most recent NLE incorporated over 3,000 participants. To read about the 2011 National Level Exercise, go to: www.ready.gov/nle2011

National education and awareness: There are many public-private partnerships that have developed national education and awareness campaigns designed to increase the preparedness of the private and public sectors. For example:

- The Ready Campaign (link to www.ready.gov) is a partnership between private organizations and the Ad Council to create public service announcements (PSAs). Ready.gov gives an overview of how individuals and businesses can improve their preparedness for emergencies and disasters. This includes promoting National Preparedness Month which is sponsored by the Ready Campaign and Citizen Corps and is designed to encourage citizens to prepare for emergencies in their businesses and communities.
- Stop Think Connect (link to <http://stopthinkconnect.org/>) is a public awareness campaign designed to help individuals and businesses increase their cybersecurity.

Local examples: There are several examples of local public-private partnerships engaged in preparedness:

- Davis County, Utah reached an agreement with the Church of Jesus Christ of Latter-day Saints to share property information on church holdings. This information can be stored in the county's GIS database, allowing church structures to be utilized as emergency shelters during an incident.
- The Miami-Dade County Business Recovery Program (BRP) is a partnership which aims to build a disaster resilient private sector through preparedness. This partnership provides resources to the private sector in an effort to prepare for disasters.

Protection

Protection involves actions to reduce the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks and other emergencies.

Protection activities include:

- Continuity of government and operations planning
- Understanding of threats and vulnerabilities related to critical facilities, systems, and functions
- Expansion of voluntary security-related information sharing between government and private entities

Public-private partnerships can be the foundation for effective infrastructure protection. For these partnerships to be effective, it is essential that there is timely, trusted information sharing among stakeholders. As you learned in Lesson 1, The National Infrastructure Protection Plan (NIPP) actively calls for public-private partnerships. A regional power company taking steps to protect power lines in case of severe weather is a good example of this type of partnership.

Response

Response includes immediate actions to save lives, protect property, and meet basic human needs. Public-private partnerships support emergency response by identifying a need (power restoration, supplies for affected residents, etc.) and filling that need with the partnership's capabilities (equipment, food, medicine, etc.). These needs are filled when there is two-way communication between private sector organizations with resources and the public sector.

Public-private partnerships can improve response by providing supplies, volunteers, shelter, and public outreach. For example, during a severe storm in Alabama a large national supermarket chain partnered with state emergency management organizations to give out food, resources, and hygiene kits to affected residents.

Another example comes from California Direct Relief USA. This partnership between California emergency management agencies and pharmaceutical companies helps public agencies obtain donations of medicines and supplies from private businesses during emergencies, allowing them to better respond to health crises.

Recovery

Recovery from an incident involves the repair of damages, return to normal activities, and attempted recovery of losses. During recovery, power lines are repaired, businesses open their doors to customers, and the process of disaster relief begins.

During recovery, there may be a need for programs to promote restoration, and long-term care of affected persons. When partnerships share information, partners can pool their capabilities to create these programs and provide better information and support to the community.

One example of how public-private partnerships assist in recovery comes from the Safeguard Iowa Partnership (SIP). After severe flooding, SIP coordinated Back to Business workshops to help businesses affected by the floods learn about the resources available to help with recovery.

Another example of public-private partnerships helping in recovery comes from the Support Alliance for Emergency Readiness (SAFER) in Santa Rosa, Florida. After the oil spill in the Gulf of Mexico, SAFER Santa Rosa provided information to the public about how to cope with behavioral health issues stemming from the incident.

Mitigation

Mitigation refers to actions taken to reduce or eliminate long-term risk to people and property from hazards and their effects. Mitigation focuses on breaking the cycle of disaster damage, reconstruction, and repeated damage.

Mitigation includes such activities as:

- Enforcing stringent building codes for new construction
- Adopting zoning ordinances that steer development away from areas subject to flooding or storm surge
- Retrofitting public buildings to withstand hurricane-strength winds or ground shaking

Public-private partnerships can support mitigation activities. For example, the Safer Arlington Partnership, a public-private partnership in Arlington County, Virginia, provides businesses with the tools to mitigate their risks for various disasters and increase their awareness of particular threats.

Primary Functions of Partnerships

Now that you have learned how public-private partnerships can enhance each component of our nation's emergency management system, we will explore the primary functions of partnerships. Public-private partnerships can contribute greatly to emergency management when it comes to:

Joint Emergency Planning: Public and private sector partners can develop joint emergency plans to help ensure coordinated prevention, preparedness, mitigation, response, and recovery efforts. Joint emergency plans serve as the basis for a public-private partnership's ongoing coordination of preparedness efforts by outlining procedures and partners' responsibilities.

Information Sharing: Partners can share many types of information in a partnership. Not all of these types of information necessarily need to be shared in every partnership. However, information sharing between partners can greatly benefit emergency management efforts in the whole community and make the partnership more successful. Types of information typically shared between partners include: response plans, contact information, sensitive or proprietary information, as well as threat information.

Resource Sharing: Sharing resources among the public and private sectors helps responders meet response and recovery challenges by supplementing existing inventories. Public-private partnerships can develop plans and resource databases to track personnel, equipment, and other resources for use in emergency management.

Emergency Communications: In order for public-private partnerships to be successful they should establish methods for emergency communications. Established methods of emergency communications between the public and private sectors help partners establish situational awareness and develop a common operating picture. Effective communicating during an emergency promotes coordinated response and recovery efforts and help ensure that informed decisions are made.

Joint Emergency Planning

Public-private partnerships engaging in joint emergency planning must first come together and determine community risks, vulnerabilities, and capabilities - usually through internal assessments.

Partners then meet to agree on prioritization of the risks, vulnerabilities, and capabilities. A plan is developed by the partners, which is then practiced in exercises to improve preparedness.

A good example joint emergency planning is the State of Kentucky's Local Emergency Planning Committee, which includes volunteer participation from 118 of Kentucky's 120 counties. Participation by emergency responders, industry, government, education, media, and community groups provides for joint emergency planning, training, and public outreach.

Listen to Brian Tishuk, the Executive Director of ChicagoFIRST, explain how his organization supports planning.

Story Transcript:

Brian Tishuk

Executive Director, ChicagoFIRST

A specific example of how a partnership can improve planning comes from an odd request that we received from the city of Chicago they asked for project ideas for a Mayor's fellow, a graduate student that would work for the city during summer. They've solicited ideas for such a person could work on it sounds more like a throwaway issue but we decided to try and roll out something we think is important to this so we suggested that some individual collect information about critical infrastructure within the

city that is there all the time that which rolls through like trucking and rail and the like and then indentify means by which the private sector and public sector can work together to enhance the resilience of that infrastructure so surprisingly they accepted that proposal we worked with the fellow on the project, provided them data and access to other parties that could help them write the paper. And in the end, it proposed a critical resilience task force that the city then stood up. So this consists of the public safety agencies on the public side and then a number of infrastructure sectors on the other. And we, Chicago First, is co-chairing this with the office of emergency management in Chicago. So its institutionalized and this addresses planning issues and will do so going forward.

Information Sharing

Information sharing is built on relationships and networking within public-private partnerships. Public-private partnerships generally already have informal methods of sharing information centered on existing relationships. However, formalizing information sharing capabilities can help your partnership evolve and better respond to incidents.

Select the following links to read examples of formal and informal information sharing and relationships:

Informal information sharing: Informal tools for information sharing include:

- Webinars
- Advisory boards
- Listservs
- Databases
- Monthly meetings
- Email distributions
- Conference calls

While some of these tools may be regularly scheduled events, they are still informal because they do not have a formal structure of how and what kind of information will be shared between partners.

Formal information sharing: Examples of formal information sharing tools include:

- The Homeland Security Information Network – Critical Sectors (HSIN-CS) is a national secure and trusted web-based portal for information sharing and collaboration between federal, state, local, tribal, territorial, private sector, and international partners engaged in the homeland security mission.
- Protected Critical Infrastructure Information (PCII) Program is an information-protection program that enhances information sharing between the private sector and the government. If the information submitted to PCII satisfies the requirements of the Critical Infrastructure Information Act of 2002 it is protected from the Freedom of Information Act (FOIA); state and local disclosure laws; and use in civil litigation.
- Information sharing between the public and private sectors can also be protected by partnerships gaining exemption from the [Federal Advisory Committee Act \(FACA\)](#). This exemption enables some public-private partnerships to share critical information without any requirement for public disclosure.
- The National Response Coordination Center (NRCC) has a rotating seat for a private sector representative. The NRCC, when activated, provides overall emergency management coordination of the federal incident response. The NRCC private sector seat representative

leverages private sector coordination and collaboration capabilities to contribute to the overall response and recovery during an event; maintains visibility over the status of private sector facilities in impacted areas in terms of inventory levels and facility damage reports; and maintains visibility over private sector requirements, e.g. emergency power and security, in terms of what it will take to get them up and running.

- There are 10 FEMA Region Private Sector Liaisons that actively work to build formal relationships between the private sector and public sector emergency management agencies.
- InfraGard is a formal information sharing and analysis effort serving the interests and combining the knowledge base of a wide range of members between the FBI and the private sector.

Fusion centers: Fusion centers are formal information sharing bodies, but it is worth noting them separately. Federal, state, local, regional, and tribal agencies can come together with nonprofits and private sector representatives in a fusion center and share subject matter expertise and threat information. Fusion centers contribute to information sharing by receiving threat information, analyzing that information, and disseminating it to local public agencies and private businesses that can benefit from receiving that information.

To learn more about fusion centers, view the National Network of Fusion Centers Fact Sheet <http://www.dhs.gov/files/programs/gc_1296484657738.shtm>

Resource Sharing

Public-private partnerships often include provisions on how to share resources in the event of an emergency, typically through a regional or statewide resource database.

The Colorado Emergency Preparedness Partnership developed a secure, voluntary registry of business resources (warehouses, office space, trucks, equipment, skilled personnel, etc.) that can be accessed during disasters by state and local emergency management.

To formalize a resource sharing plan, a partnership should ask themselves these questions about the resources they are going to share.

- Is the database available for a fee or for free?
- Who has access to the database?
- Is the database for products, services, or personnel?
- Is the database for response, protection, recovery, or preparedness?
- Is the database national, regional, state, or local?

Emergency Communications

During an incident, communicating situation reports is critical to effective response for both the public and private sectors. In addition to situation reports, partnerships should also consider how to share “real time” public safety messages that may need to be communicated during an incident. These types of emergency communications can help ensure the safety of residents of the impacted areas.

Many emergency management agencies have a private sector liaison and/or program to facilitate these relationships during emergencies. These programs can help to handle information requests during a large scale emergency and maintain an open flow of information.

For example, the New York Office of Emergency management has an email emergency notification system that provides business executives with current information about emergencies in New York.

Scenario: Earthquake in Central City, Liberty County

At 7:30 AM on Monday morning, a magnitude 6.7 earthquake shakes Central City, Liberty County. Steep slopes in the area have loosened rockslides. Older, historic buildings are damaged and may collapse entirely if many aftershocks continue. Cellular phone towers may have been affected, as it is difficult to place an outgoing mobile phone call. This is the first major earthquake in over 20 years and the population is somewhat unprepared. People are scared and nervous.

Central City's Critical Infrastructure Resiliency Task Force (CIRTF), a public-private partnership of public organizations and private businesses, has started to work on responding and recovering from this disaster.

Lesson Summary

This lesson presented the following topics:

- How public-private partnerships support the nation's emergency management system of preparedness, protection, response, recovery, and mitigation.
- Public-private partnership activities that enhance our emergency management efforts.

Lesson 4: Course Summary and Additional Resources

Lesson Overview

This lesson provides a brief summary of the Introduction to Public-Private Partnerships course. After reviewing the summary, you will receive instructions for taking the course post-test.

What is a “Public-Private Partnership”?

As presented in the course, a “public-private partnership” is a collaborative relationship between public and private sector entities built on the needs and mutually beneficial capabilities of its members, and the two-way communication about these needs and benefits between members of the partnership. Public-private partnerships meet FEMA’s “whole community” approach to emergency management by bringing in the private sector to help prepare for, protect against, respond to, recover from, and mitigate disasters.

At all levels, public-private partnerships can be formed to:

- Address a specific incident.
- Bring together groups in a geographic area.
- Represent a common interest.

Making a Partnership Successful

While needs, capabilities, and two-way communication are the basis of a public-private partnership, a partnership should have several characteristics in order to be successful. You can remember these characteristics by the mnemonic device PADRES. A partnership should be:

- **Publicly Accessible:** Partnership includes the private sector
- **Dedicated:** Partnership is managed by a liaison
- **Resourced:** Partnership has funding, facilities, and tools
- **Engaged:** Members of partnership are actively participating
- **Sustainable:** Partnership is supported by strategic plans, funds, and resources

Value Propositions in Partnership

Successful partnerships should also have members with complementary needs and capabilities, allowing each partner to support the other’s efforts. A partnership in which the benefits of the partnership outweigh the cost to members has a positive value. Potential values of a partnership include innovation, depth of experience, broader reach, and increased quality of service.

When a partner communicates what they see as the value of the partnership to their partners, it is known as a value proposition. A value proposition helps to:

- Communicate to all partners why the partnership is essential to completing a mission.
- Improve partner engagement in the partnership.
- Clarify the common mission.
- Explain any potential changes to the mission, focus, or method of collaboration.

What Motivates Partners?

Public and private organizations enter into partnerships for a variety of reasons. Motivators for both public and private entities include:

- Benevolence and value to communities
- Access to information
- Restoration of services
- Access to resources
- Assistance in emergency planning and response
- A “seat at the table”

The benefit of collaborative emergency management to the community is a universal motivator for members of a public-private partnership. All partners are aware that the public reaps the benefits when more organizations become involved in preparing for, protecting against, responding to, and mitigating disasters by joining public-private partnerships.

Partnerships and the Emergency Management System

Public-private partnerships enhance each of the components of the emergency management system.

- **Preparedness:** Preparedness involves actions and initiatives developed prior to an incident that are designed to improve the response to, recovery from, and mitigation of future incidents. Public-private partnerships can support preparedness by conducting risk assessments together, doing response planning, conducting training and exercises together that simulate real incidents, and educating the public about disaster preparedness.
- **Protection:** Protection involves actions to reduce the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks and other emergencies. Public-private partnerships can engage in many protection activities. Examples include continuity of government and operations planning, expansion of security-related information sharing, and sharing information on vulnerabilities related to critical facilities and systems.
- **Response:** Response includes immediate actions to save lives, protect property, and meet basic human needs. Public-private partnerships can support response activities by providing supplies, volunteers, and shelter.
- **Recovery:** Recovery from an incident involves the repair of damages, return to normal activities, and attempted recovery of losses. Public-private partnerships can support recovery by engaging in activities such as providing housing, promoting restoration, helping businesses reopen their doors, and identifying lessons learned from an incident.
- **Mitigation:** Mitigation refers to actions taken to reduce or eliminate long-term risk to people and property from hazards and their effects. Supporting retrofitting of buildings and educating the public about mitigation techniques are just a few of the activities public-private partnerships can engage in to support this component of emergency management.

Functions of Partnerships

In this course, you learned about these specific functions that public-private partnerships can provide:

- **Joint emergency planning** helps ensure coordinated prevention, preparedness, mitigation, response, and recovery efforts by outlining responsibilities.
- **Information sharing** of data such as contact information and threat intelligence can help all partners better prevent, prepare, and respond to an incident.

- **Resource sharing** by public-private partnerships helps responders meet response and recovery challenges by supplementing existing inventories.
- **Emergency communications** between partners promotes a coordinated response.

Additional EMI Independent Study Courses

To learn more about the content covered during this course, you can take additional EMI independent study courses such as:

- IS-100.a, Introduction to the Incident Command System
- IS-200.a, ICS for Single Resources and Initial Action Incidents
- IS-230, 230.a, or 230.b, Fundamentals of Emergency Management
- IS 235, Emergency Planning
- IS 242, Effective Communication
- IS-700 or 700.a, National Incident Management System, An Introduction
- IS-800.b, National Response Framework, An Introduction
- IS-860.a, National Infrastructure Protection Plan (NIPP), An Introduction

Online Resources

For more information, you can also log onto these websites:

- FEMA Private Sector Resources: www.fema.gov/privatesector
- DHS Private Sector Resources: www.dhs.gov/privatesector
- The Ready Campaign: www.ready.gov
- National Preparedness Month: www.ready.gov/npm
- Stop. Think. Connect.: www.stopthinkconnect.org
- FEMA Models of Public-Private Partnerships: www.fema.gov/privatesector.ppp_models.shtm
- Comprehensive Preparedness Guide: www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf
- Standard on Disaster/Emergency Management and Business Continuity Programs: www.nfpa.org/assets/files/pdf/nfpa1600.pdf
- Emergency Management Accreditation Program: www.emaponline.org/

Next Steps

Upon completing this course, you should take the second EMI independent study course in this two-part series on public-private partnerships. The Improving Preparedness and Resilience through Public-Private Partnerships course covers:

- How to establish a public-private partnership.
- Methods for communicating and sharing resources among partners.
- Activities to sustain existing public-private partnerships.